

The mission of the Public Works Department is to provide for the design, construction and maintenance of the City's streets, roads, sidewalks and traffic control devices; provide maintenance and custodial services for City buildings; provide management oversight of the landfill and associated environmental/solid waste programs; operate the City's storm water drainage system and manage and operate the City's vehicle fleet.

Overview

The Public Works department is organized into seven divisions: Administration, Natural Resources, Engineering, Building Maintenance, Street Maintenance, Storm Water Management and Fleet Maintenance.

Administration staff coordinate and manage all department activities. Natural Resources staff provide public information and education on environmental issues. The Engineering Division plans, designs, administers, and inspects the construction of all infrastructure, such as freeways, bridges, streets, traffic signals, sewer and water lines, drainage systems and railways. Building Maintenance provides maintenance and custodial services for more than 260 public buildings. Street Maintenance maintains curb-to-curb infrastructure, including streets, alleys, vehicular and pedestrian bridges, signalized intersections and crosswalks, and street signs. Street Maintenance also is responsible for the operation of the construction and demolition landfill. Finally, the Storm Water Utility is responsible for construction and maintenance of the City's storm water drainage system, including storm sewers, catch basins, streams, and drainage ways. Fleet Maintenance maintains approximately 1,900 City vehicles and pieces of equipment.

Finance and Operations

Public Works operates seven divisions out of eight different funds and subfunds. The Department's street (curb-to-curb) functions are funded with the City's share of gas tax revenues collected by the State. Gas-tax funded activities include street maintenance, street cleaning, traffic maintenance, snow and ice control, engineering and the street portion of the capital investment maintenance program. The separation of the fleet and building maintenance functions will create a sixth operating division.

Many other activities beyond curb-to-curb projects are paid from the General Fund, including department administration, natural resource conservation, design review for non right-of-way projects, building services, street lighting, and the public buildings portion of the capital investment maintenance program.

Public Works operates from numerous funds besides the General Fund. Operational funds include the State Office Building, Landfill, Landfill Post Closure, Storm Water Utility, City-County Flood Control and Fleet.

The Administration Division communicates public infrastructure needs to the City Council through the City Manager, and communicates with State and Federal transportation and highway agencies. Additional responsibilities include

ensuring department compliance with internal and external regulations, policies, and procedures and recovering costs of damaged department property.

	Selected Administration Performance Measures			
	2000	2001	2002	2003
Property damage cases billed	173	191	175	175
Amount billed (000)	\$89	\$157	\$125	\$125
Amount collected (000)	\$86	\$130	\$100	\$100
Percentage collected	96.1%	82.9%	80.0%	80.0%

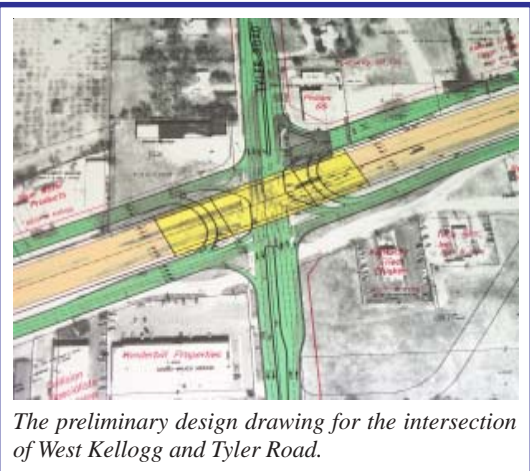
Natural Resources staff provide public information and education on environmental issues, focusing primarily on water usage. Information is distributed through television advertisements and public outreach.

The Natural Resources budget is reduced beginning in 2002 due to the termination of funding previously provided by the landfill operation. Beginning in 2002, the Natural Resources Director will be funded 50 percent by the Construction and Demolition landfill budget. The Director will have additional responsibilities, including monitoring and negotiation the utility franchise agreements, research of municipal electric utility matters and exercising leadership in the City's response to changing telecommunications environment. The Resource Analyst position will continue to be funded by the Water Department.

The Engineering Division is responsible for planning, designing, administering, inspecting and overseeing the construction of all infrastructure including freeways, bridges, streets, traffic signals, sewers, water mains, storm drains, park and railway projects, including privately funded projects for public use. Activities include project planning and initiation, design review, right of way and utility coordination, cost estimating, contract administration, project financing, and engineering advice for the Capital Improvement Program (CIP) and City departments.

The Division issues permits for utility street cuts, driveway and sidewalk construction, and performs inspections of contractors' work. The Division also administers the street lighting system and investigates traffic concerns.

Construction contracts exceeded \$58 million in 2001, including nearly \$15 million for streets, sewers, water lines, and other public improvements for new subdivisions. Major projects for which Engineering provided oversight in 2001 included Central and Ridge Road intersection, Central and Rock Road intersection, 21st Street and Arkansas intersection, Museum District Boulevard, Woodchuck and



The preliminary design drawing for the intersection of West Kellogg and Tyler Road.

Learjet Way, and the Wayfinding Graphics and Signage System. Other projects begun in 2001 include Seneca Street from Maple to 3rd Street, Maple from 119th Street West to 135th Street West, 21st Street from Hillside to Oliver, 21st Street from Maize Road to 119th Street West, and two drainage projects, Hydraulic from 37th Street to MacArthur and the Wichita Drainage Canal from 10th to 17th Streets.

In 2001, 112 design contracts valued at more than \$5 million were awarded, including Harry Street from I-135 to George Washington Boulevard, 13th Street from I-135 to Hillside, 29th Street from Rock Road to Webb Road, and Hillside from Kellogg to Central. Design work continues for future railroad overpasses and the Kellogg freeway.

Engineering is responsible for the planning and design of traffic control devices such as signalized intersections, traffic signs, and pavement markings. Engineering also supports the Planning Commission on development issues, monitors traffic, and responds to citizen traffic concerns. In addition, Engineering

administers the \$3 million annual street lighting program, provided contractually through Westar Energy (formerly KG&E).

Selected Engineering Performance Measures				
	2000	2001	2002	2003
Change orders as a percent of total projects contracted	2.5%	2.8%	2.0%	2.0%
CIP projects completed within budget	83.0%	90.6%	90.0%	90.0%
Streets constructed without change orders	93.0%	93.0%	98.0%	98.0%
Avg. number of days from contractor payment to Statement of Cost	39	63	45	45

Building Services provides custodial, maintenance, and repair services to more than 260 City-owned buildings, including City Hall, Central Maintenance Facility, Mid-America All-Indian Center, libraries, Art Museum, Wichita/Sedgwick County Historical Museum, Century II and Expo Hall, Lawrence Dumont Stadium, park shelter buildings and restrooms, community and recreation centers, Botanica, Farm and Art Market, Wichita Boathouse and Wellington Place. Building Services added maintenance of Fire facilities in 2001.

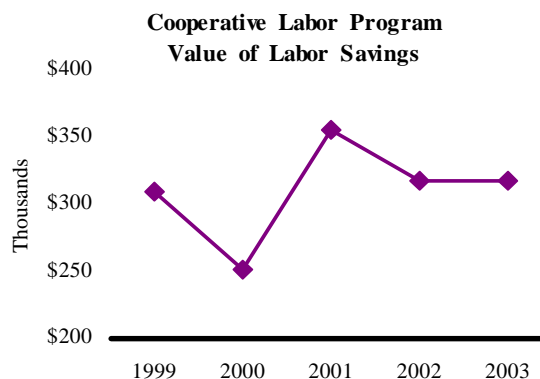
The adopted budget addresses major maintenance needs for the City's buildings through a supplemental building maintenance allocation. Annually from 1999 through 2001, \$1.2 million was allocated to major maintenance, for a total allocation of \$3.6 million over the three-year period. The enhanced maintenance funds are used for major repairs that cannot be addressed with routine maintenance, such as foundation repairs, roof replacements and structural refurbishment, as well as for aesthetic improvements and upgrades that improve the appearance of City facilities.

Increasing custodial and maintenance responsibilities for more than 260 buildings have challenged the capacity of existing staff and resources. The 2001 Budget added two custodial positions, related supplies and equipment for maintenance of the new Neighborhood City Halls. In 2002, two maintenance mechanics are added to support the increasing number of City fa-



The Hotel at Old Town parking garage is one of more than 260 buildings maintained by Building Services.

Selected Building Services Performance Measures				
	2000	2001	2002	2003
Maint. costs per sq. ft.	\$0.47	\$0.48	\$0.55	\$0.58
Custodial costs per sq. ft.	\$1.38	\$1.34	\$1.45	\$1.57



cilities. For 2003, an additional maintenance mechanic has been added in recognition of the Art Museum expansion. Funding for vehicles and building parts and supplies are added for each of the three new positions.

Building Services participates in the management, specification writing and administration of building construction and major building maintenance projects, in conjunction with other departments. To assist with the increasing number of public building capital projects, a Special Projects Coordinator was added beginning in 2002. Position costs will be charged to the various capital projects.

Some of the major 2001 capital projects administered by Building Services include the design of the Riverside Park improvements, the expansion of the Northeast Maintenance Substation, the Wichita Art Museum expansion, renovation of Lawrence Dumont Stadium and renovation of the Farm and Art Market. Major 2002 capital projects include the Alford (South) Regional Library, the North Regional Library, construction and relocation of five fire stations, Homeland Defense Readiness Center, and the Central Maintenance Facility (CMF) Expansion/Water Department Relocation. The Northeast Baseball Complex is under design, with the initial phase incorporating four fields and related site improvements.

Building Services also oversees the Cooperative Labor Program that transports and supervises inmates from the Winfield Correctional Facility. The value of labor received through this program more than offsets the costs of program administration. A similar program, the Wichita Work Program, allows non-violent offenders from the City's Municipal Court system the option of supervised community service in lieu of paying the imposed fine.

The **State Office Building** and garage facilities are also maintained by Building Services. The building previously housed a department store and was remodeled extensively for use as an office building, opening in July 1994.

Offices housed in the State Office Building include the Human Rights Commission, Department of Social and Rehabilitation Services, Department of Revenue, Department of Health and Environment, Bureau of Investigation and the Corporation Commission. The City's Career Development Division operates out of offices on the lower level of the garage, providing a one-stop career development, training, and placement services center. Programs include the Job Training Partnership Act, Welfare to Work, and Community Service Block Grant.

Revenue from the State finances custodial, maintenance and operating expenses of the State Office Building and garage. A private contractor provides custodial services and garage operations, while the City maintains a staff of three full-time and one part-time employee. Major maintenance projects are completed contractually. Beginning in 2002, \$50,000 is included each year for major maintenance on the parking garage, which has received only minor maintenance since opening. By agreement, operating expenses in excess of revenues are funded equally by the City and Sedgwick County.

The Maintenance Division maintains curb-to-curb infrastructure, including 1,800 miles of streets and alleyways, 261 vehicular bridges, 27 pedestrian bridges, 373 signalized intersections, 148 signalized cross-

State Office Building Financial Summary of Operations				
\$ in Thousands				
	2001	2002	2003	2004
Revenues	1,116	1,168	1,168	1,170
Expenditures	1,183	1,259	1,581	1,188
Budgeted income (loss)	(67)	(91)	(413)	(18)
Fund balance	564	473	60	42

Maintenance Division Expenditures				
\$ in Thousands				
	2001	2002	2003	2004
Snow and Ice	468	358	250	250
Traffic Maintenance	2,492	2,674	2,751	2,818
Street Maintenance	9,580	11,343	11,799	12,119
Street Cleaning	1,604	1,741	1,800	1,866
Landfill Operations	6,346	4,554	1,116	623
Landfill Post-Closure	0	5,761	8,601	1,124
Total Expenditure	20,490	26,431	26,317	18,800

walks and 60,000 street signs. In a typical year, about 60,000 tons of street sweepings are collected and delivered to the landfill. Maintenance manages snow and ice removal, and coordinates the City's response to floods and damage caused by high winds. Operations are conducted out of three City facilities: The Central Maintenance Facility (CMF), Northeast Substation, and West Substation.

Traffic Maintenance maintains traffic signals, signs, pavement markings and pedestrian crossings. Beginning in 2001, a program was initiated to systematically replace 200 traffic signal heads and 120 pedestrian signal heads each year. The replacement

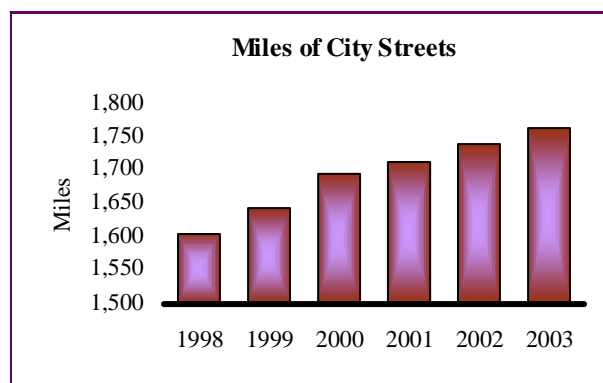
program is continued in the 2002, 2003 and 2004 budgets. Replacing signal heads simplifies the replacement of signal lenses and bulbs, as the newer heads are less prone to breakage when handled than are the older heads, which tend to become brittle over time.

Thermoplastic marking equipment was added in 2001, allowing crews to use liquefied plastic to mark intersections and crosswalks. Thermoplastic marking lasts five to seven times longer than reflective paint, depending on pavement condition and traffic levels, increasing the maintenance interval for remarking intersections and crosswalks.

A systematic program to replace traffic signal controllers and conflict monitors began in 2002. The replacement of 20 controllers each year will allow all of the old-model controllers to be replaced in 13 years. The replacement of 40 conflict monitors annually will result in the replacement of all of the old-model conflict monitors in less than four years.

A fourth truck for traffic sign maintenance is added in 2002, replacing a pickup currently in use. The pickup has insufficient size to carry the tools and equipment needed for sign maintenance. The new truck will allow crews to make repairs more efficiently by eliminating the need for another truck to assist in tool delivery.

Street Maintenance monitors the condition of City streets using the Pavement Management System (PMS). The PMS is a computerized street inventory and decision-making tool that rates the condition of streets and assists in determining the most cost-effective application of street maintenance resources. Streets



are rated once every two to three years. The PMS system compiles the pavement condition data and assigns a Pavement Quality Index (PQI) number between 10 (new condition) and zero. Streets with a PQI less than seven are considered substandard. Currently, 20 percent of Wichita's streets are rated substandard.

The miles of City streets

have grown in recent years with annexations and newly paved streets. More than 130 miles of streets were added from 1997 to 2001, with a projection of 25 miles to be added each year in 2002, 2003 and 2004. The added mileage includes 22 miles of dirt streets and over 64 miles of substandard asphalt streets.

The increasing miles of streets are addressed with additional budgeted resources. The \$1.2 million annual enhancement for the Contract Maintenance Program, which began in 1997, is continued through 2004, bringing the annual allocation to \$5.45 million. In addition, an annual allocation of \$200,000 is included for contracted street repairs in newly annexed areas. Beginning in 2002, the \$1.2 enhanced maintenance and the \$200,000 annexed areas maintenance funds are incorporated into the Street Maintenance budget, reflecting the City's ongoing commitment to high-quality streets and roadways, both in the older areas of the City and for the newest Wichita neighborhoods.

Street maintenance equipment added in the last three years includes: the upgrade of two dump trucks to pothole patch trucks, which are capable of providing hot asphalt for longer lasting pothole patches and help with larger asphalt repairs; a new concrete mixer, to improve productivity of maintenance crews; and two asphalt paving machines, added to improve productivity on major street repairs. In 2001, an asphalt roller was added, placing a roller in each maintenance substation. The additional equipment combined with minimal time spent cleaning up after storm damage allowed the Street Maintenance operation to complete a record amount of street repairs, as noted in the accompanying performance measures table.

Downtown and Old Town maintenance efforts are bolstered by the addition of a riding sweeper to improve productivity when cleaning sidewalks, parking lots and other pedestrian areas. An additional five-person maintenance crew and equipment was added in 2001 to maintain the new Douglas Avenue Streetscape and Reflection Square Park, as well as to improve maintenance in the Old Town area.

Street Cleaning operates a fleet of seven mechanical street sweepers for sweeping downtown, arterial and residential streets. Residential streets are swept during the daytime, while arterials and highways are swept

Selected Street Maintenance Major Service Levels

	2000	2001	2002	2003
Potholes patched	46,304	68,814	60,000	60,000
Permanent pavement repairs (sq. yds.)	22,982	41,348	30,000	30,000



The City patched over 46,000 potholes in 2000 and estimates patching about 60,000 potholes each year in the future.

More than 130 miles of streets were added from 1997 to 2001, with a projection of 25 miles to be added in 2002. The added mileage includes 22 miles of gravel streets and more than 64 miles of substandard asphalt streets.

in the evening and night times to minimize inconvenience to citizens. Street sweepings are transported to the City's Construction and Demolition (C&D) Landfill, where the sweepings are screened to remove litter and then used as cover material for C&D operations.

Street Sweeping Major Service Levels				
Number of Cycles	2000	2001	2002	2003
Residential sweepings	2.2	2.2	2.5	2.5
Arterial sweepings	11	11	10	10
Downtown sweepings	140	139	120	120

Street Cleaning is also responsible for graffiti removal and litter pickup, primarily responding to community requests for service.

The Construction and Demolition (C&D) Landfill Fund finances operation and management of Brooks Landfill. Owned by the City, Brooks C&D Landfill serves all of Sedgwick County. The 323-acre landfill receives non-putrefying waste and non-friable asbestos, the only landfill in the region licensed by KDHE to accept asbestos.

Revenues for landfill operations and solid waste programs are generated from tipping fees collected at the landfill. A private contractor operates the landfill and collects the \$20 per ton tipping fee.

Sedgwick County assumed responsibility for solid waste disposal beginning on October 10, 2001. The County has implemented a transfer station system to collect and ship trash to distant landfills. Tipping fees have increased from \$26 per ton to \$38 per ton. If the City were to dispose of its waste through the transfer station, operating expenses would increase by \$3.5 to \$4.0 million per year.

To avoid this costly future, the City converted Brooks to a C&D landfill. Operating funds for the C&D landfill are included in the 2002, 2003 and 2004 Budgets. The Bulky Waste and Neighborhood Cleanup programs are also funded from C&D landfill revenues. Funding for these programs is \$250,000 per year.



The landfill gas plant collects methane gas produced during the decomposition process. Sale of the gas provides the City with an additional source of revenue.

Citizens benefit from the C&D operation in two ways. City tax increases or service reductions are not necessary to cover the cost of waste disposal and continue the neighborhood cleanup programs. Additionally, the C&D landfill is open to the public, allowing citizens a low-cost waste disposal alternative to the transfer stations. Business and industry can also save money, to the extent their waste streams are construction and demolition waste.

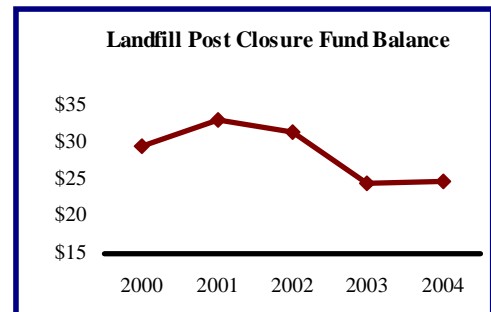
The current landfill contractor was required to remain at the Brooks site through the closure activities, which were required to be completed by April 2002. The C&D landfill is planned to be contractor-operated,

however, contingent funds are included in the budget to operate the C&D landfill in the event the contractor chooses not to continue management services.

The City is also reducing the volume of waste flowing into the landfill. A materials crusher, recommended for purchase in 2002, will reduce the volume of wood waste by about 60 percent. In addition, wood waste will be processed and made available for re-use. City park projects, landscaping projects and golf courses can use the wood mulch produced by the materials crusher. Additionally, the mulch could be made available to contractors on City capital improvement projects, reducing project landscape costs. Any material not used for landscaping would be stored and composted.

The Landfill Post Closure Fund is the City's savings account that will finance the environmental and maintenance expenses of Brooks Landfill for 30 years after closure. Post closure landfill expenses include closed cell maintenance, groundwater monitoring to detect contaminants, operation and maintenance of the air sparging system (installed to address previously discovered contamination) and monitoring of the gas collection system.

Annually, revenue from landfill operations has been transferred to the Landfill Post Closure Fund. Additional revenue is interest earnings on the fund balance. Now that the landfill is closed, revenue to the Landfill Post Closure Fund will be limited to interest. The fund balance is projected to be over \$30 million by 2002 year-end, and is projected to be sufficient to fund maintenance and monitoring activities.



The Storm Water Utility constructs, reconstructs and maintains the City's storm water drainage system, including storm sewers, catch basins, streams and drainage-ways. The utility is also required to ensure the City's compliance with water quality provisions of the National Pollutant Discharge Elimination System (NPDES) permit.

Storm Water maintenance crews clean and maintain 400 miles of storm sewers, 15,000 catch basins and 130 miles of drainage ditches annually. Storm sewers are cleaned and televised to assess condition and repair needs. Catch basins are cleaned and repairs made when needed. Erosion repairs are made to drainage ditches and banks are stabilized as required. A private vendor provides contractual mowing of ditches and drains.

The Storm Water Utility operates and maintains six pump stations that move excess water in times of heavy rains or flooding. As additional pump stations are constructed in conjunction with the East Kellogg improvements, additional maintenance resources will become necessary.

The Utility is responsible for the design and construction of projects approved in the Capital Improvement Program. The Utility also investigates drainage concerns from citizens and determines possible solutions. The "Hot Spots" (neighborhood drainage problems) budget was increased from \$605,000 to \$725,000 in 2002, expediting the solution of even more neighborhood drainage problems.

Storm Water Utility operations are funded with fees paid by property owners in the City. The fee is determined by the number of equivalent residential units (ERU). One ERU is the average amount of impervious

area (rooftops and pavement) for a typical residence. The fee for all single-family dwellings is based on one ERU. Businesses and industrial site fees are based on the number of ERUs on the property. The current ERU rate is \$1.35.

Selected Storm Water Major Service Levels				
	2000	2001	2002	2003
Miles of storm sewers cleaned	128	138	150	150
Inlets cleaned	61,178	68,457	50,000	50,000
Manholes and inlets repaired	298	216	250	250



Above, the Wichita Drainage Canal in an unimproved state.

Below, the Drainage Canal after being lined and enlarged. The outfall on the left is the 3rd Street Drainage/Greenway project, completed in 2000. The volume of water in the channel is approximately equal in the two pictures.



Storm Water Utility Financial Summary of Operations				
	\$ in Thousands			
	2001	2002	2003	2004
Revenues	5,728	5,946	6,022	6,260
Expenditures	6,328	6,554	6,772	6,350
Budgeted income (loss)	(600)	(608)	(749)	(91)
Fund balance	1,553	944	195	105

Included in the 2003 and 2004 budgets is the cessation of the General Fund subsidy to the Utility. The \$514,500 annual subsidy would be phased out over three years at the rate of \$171,500 each year. The revenue would be recovered by the Utility through a five cent annual increase in the ERU. In 2003, the subsidy would be reduced \$171,500 and the ERU increased to \$1.40. In 2004 the subsidy would be reduced \$343,000 and the ERU increased to \$1.45. Finally, in 2005 the subsidy would disappear and the ERU would increase to \$1.50.

Construction sites in the City are monitored by the Utility to ensure compliance with the Storm Water Pollution Prevention Ordinance. All sites must use Best Management Practices to minimize the erosion sediment and chemicals entering the drainage system, which ultimately end up in streams and rivers. To ensure compliance, industrial sites in the City are also monitored to ensure compliance with water samples and tests to show trends in amounts and types of pollutants present.

Departments that work or make inspections in and around the drainage system assist with enforcement of the ordinance. The Utility provides education and coordination with cooperating departments including Police, Fire, Central Inspection, Public Works, Park and Environmental Health.

Capital projects recently completed include enlarging the 10th Street drainage outfall and the Drainage Canal from English to 10th Street. Projects currently underway include enlarging the Drainage Canal from 10th to 17th Streets, urban stream restoration of Gypsum Creek in southeast Wichita, designing channel modifications in Cowskin Creek, and developing a Cowskin Creek Basin master drainage plan. Finally, the 2002 budget includes \$750,000 for design work on the 1st and 2nd Street West Drainage Outfall to provide drainage to West Street from Maple to Central and areas along 1st and 2nd Streets from West Street to the Arkansas River.

Storm Water Management also includes City/County Flood Control, which is responsible for inspecting, operating and maintaining the Wichita-Valley Center Flood Control Project in accordance with standards established by the Corps of Engineers. The Wichita-Valley Center Flood Control Project was a joint undertaking of the U.S. Army Corps of Engineers, Sedgwick County and the City of Wichita, and was completed in 1960. The project includes the Big Ditch and the Big and Little Arkansas Rivers from Valley Center to Derby. Included are 41 miles of channels, 97 miles of levees, 60 interior drainage structures and a total area of 5,613 acres.

The floodway is maintained by the Storm Water Utility and is funded equally by the City of Wichita and Sedgwick County. Maintenance includes mowing, cleaning drainage structures, removing debris from around bridges and other structures, grading levees and roadways, erosion repair, bank stabilization and repair of fences and gates. Mowing alone requires four positions plus tractors and mowing equipment. As the result of the 1999 shift from contracting for floodway mowing to utilizing City employees for mowing, operational savings totaling \$129,585 were set aside to partially fund studies of the Cowskin Creek basin.

Fleet Maintenance consists of four sections: Fleet Maintenance, Fire Fleet Maintenance, Central Stores, and Central Maintenance Facility (CMF). Beginning in 2002, the Fleet and Buildings Division is broken into two separate operations. A Fleet Maintenance Services Director will direct and oversee the newly formed division.

Fleet Maintenance is responsible for the operation and maintenance of 1,897 automobiles, light trucks, heavy trucks, and heavy equipment used by City departments, but does not provide vehicles or service for Wichita Transit's large buses or Airport equipment. Internal customers pay rent on vehicles and equipment to offset the operation, maintenance, and future replacement costs. Services include preventive maintenance, repairs, tire service, mobile service, fueling, overhauls, towing, body shop, machine shop modifications, and major mechanical repairs. Repairs to electrical components, cooling systems and

Selected Fleet Maintenance Performance Measures				
	2000	2001	2002	2003
Maintenance cost per mile	\$0.15	\$0.18	\$0.18	\$0.20
Fuel cost per mile	\$0.11	\$0.10	\$0.14	\$0.16

Type of Vehicle	Fleet Size
Police patrol cars	189
Light pick-up trucks	207
Sedans	218
Heavy equipment/large trucks	481
Tractors	98
Vans	131



A gradall is one of 242 pieces of heavy equipment maintained by Fleet Services.

tires for heavy equipment are contracted to outside vendors. Major repairs for specialized heavy equipment are managed contractually with local businesses.

Central Stores procures and maintains an inventory of parts and supplies for Fleet Maintenance and other City departments. Sales to City departments average nearly \$1 million annually from an inventory of more than 6,000 unique items that are valued between \$650,000 to \$725,000. Central Stores is also responsible for collecting and disposing of used chemicals, lubricants, metals and tires.

Selected Central Stores Performance Measures				
	2000	2001	2002	2003
Inventory turnover ratio	5.2	5.0	5.0	5.0
Monthly transactions per full time employee	1,320	1,361	1,500	1,500

The budget includes a plan to streamline the Stores operation. An interdepartmental team consisting of Public Works and Finance staff is charged with improving service delivery to field operations and reducing the cost of service provision to the City organization. Much of the benefit is likely to come from conversion from warehousing to a just-in-time (JIT) inventory operation. More contracts will be put into place to ensure the lowest price and highest availability of materials for operations, and contracts will include provisions for delivery and vendor warehousing. By allowing vendors to store materials, the City will be able to free up space currently consumed by warehousing operations. The converted space can be used to increase fleet maintenance efficiency, or for other high priority usage. The budget includes contingencies of \$200,000 in 2002 and \$300,000 in 2003 for possible facility modifications.

The majority of vehicle work is performed at the Central Maintenance Facility. Vehicles are also serviced in garages at the Northeast and West Public Works Substations. The CMF budget includes funds for the operation and maintenance of the complex, which houses Fleet Maintenance, Public Works Maintenance and Engineering, Flood Control, Storm Water Utility and Sewer Maintenance. Services include utilities, custodial services and building repairs.

The budget includes safety equipment to ensure a safe and secure work environment at the garages. Three new vehicle lifts were included in the 2001 budget, as well as increases for additional required inspections of shop heavy equipment. The inspection activities revealed safety issues with the current crane system, which requires replacement. The crane and related electrical system improvements are included in the 2002 Revised Budget.

The Budget also includes a \$325,000 annual increase in the fuel budget, consistent with 2000 and 2001 actual expenditures. The Budget also increases the capital equipment replacement allocation, by \$100,000 each year in 2002 and 2003, and by \$150,000 in 2004. Finally, \$1 million for the purchase of a replacement fleet management information system is included in the 2003 Recommended Budget. Sufficient fund balance exists to allow the replacement from current resources without rate adjustments.

Fleet Financial Summary of Operations				
\$ in Thousands				
	2001	2002	2003	2004
Revenues	9,382	9,785	9,813	9,840
Expenditures	9,006	14,503	10,531	10,006
Budgeted income (loss)	376	(4,718)	(718)	(166)
Fund balance	5,439	720	2	(165)

The Fire Fleet Maintenance operation merged with the rest of the City's fleet maintenance op-

erations beginning in 2002. Although Fire Fleet Maintenance operates from a separate facility, inventory management, financial management and supervision is now coordinated through the Fleet Division. Additionally, the Transit fleet operation is under review for possible functional consolidation with other fleet maintenance functions. The Airport fleet operation is considered a poor candidate for functional consolidation due to the numerous Federal Aviation Administration restrictions on Airport fleet equipment location and movement.

Highlights

- ✓ The Fleet and Buildings operations are split into separate operating divisions.
- ✓ Fire Fleet Maintenance is consolidated with other Fleet Maintenance operations.
- ✓ Funds are included in 2003 for a new Fleet information system.
- ✓ The General Fund subsidy of the Storm Water Utility is recommended to be phased out over three years beginning in 2003. The ERU rate would increase by five cents each year (15 cents total) to stabilize the revenues for the Utility.

Public Works Budget Summary

	2001 Actual	2002 Adopted	2002 Revised	2003 Adopted	2004 Approved
Personal Services	15,963,243	16,725,070	16,813,760	17,806,300	18,451,060
Contractual Services	23,219,261	28,365,760	23,045,630	26,483,950	20,172,100
Commodities	4,693,135	5,150,130	5,729,850	5,713,650	5,830,320
Capital Outlay	3,043,347	4,165,100	3,987,700	3,389,840	3,122,920
Other	6,400,700	6,610,920	10,844,020	6,722,020	4,311,000
Total Local Expenditures	53,319,686	61,016,980	60,420,960	60,115,760	51,887,400
General Fund Expenditures	8,368,940	9,056,990	8,930,730	9,168,550	9,385,970
Gas Tax Expenditures	18,158,669	19,874,920	20,591,680	21,194,690	21,689,510
Enhanced Street Maintenance	1,200,000	0	0	0	0
Enhanced Building Maintenance	1,200,000	1,200,000	1,200,000	0	0
Annexation Supplemental	200,000	0	0	0	0
State Office Building	1,182,629	1,299,870	1,259,190	1,281,430	1,188,220
Fleet Internal Service Fund	9,006,151	9,169,330	10,128,170	10,531,440	10,006,130
Landfill Operations	6,346,294	3,147,460	4,554,330	1,116,460	623,350
Landfill Post Closure Maintenance	0	8,852,000	5,761,590	8,601,380	1,123,780
Storm Water Utility	6,328,183	6,975,470	6,554,330	6,021,570	6,350,380
City-County Flood Control	1,328,820	1,440,940	1,440,940	1,490,240	1,520,060
Total Local Expenditures	53,319,686	61,016,980	60,420,960	59,405,760	51,887,400
Total full-time positions	446	451	454	447	448
Total part-time positions	46	46	46	46	46
Total FTE positions	466.83	471.83	475.33	468.33	469.33